

Curriculum Vitae

(As of 1 Feb 2004)

Steve Gordon Green

SUMMARY:

Twenty-four years of financial and resource management, collegiate level teaching, service, and consulting accomplishments exclusively at prestigious organizations staffed at the highest levels of selectivity. Proven communication and management abilities consistently recognized and rewarded with increasing levels of responsibility.

CURRENT TITLE:

Associate Professor, Deputy Department Head
Department of Management
United States Air Force Academy, CO

EDUCATION:

Doctor of Business Administration (DBA), 1987
Concentration: Business Administration, GPA 3.83
United States International University, San Diego, CA
Dissertation: Improving Cost Analysis for Future Space Systems
Committee Chairman: William P. Greene, DBA

Master of Science (MS), 1982
Systems Management, GPA 3.44
University of Southern California, Los Angeles, CA

Bachelor of Science (BS), 1980
Major: Management, GPA 3.32
United States Air Force Academy, CO

QUALIFICATIONS/CERTIFICATIONS:

Certified Government Financial Manager (CGFM), 1996
(Association of Government Accountants)

Certified Acquisition Professional Development Program
Level III (Highest) Program Management, 1994
(Office of the Secretary of Defense)

Certified Cost Estimator/Analyst (CCEA), 1987
(Society of Cost Estimating and Analysis)

MAJOR HONORS:

James R. Woody Outstanding Educator Award (Upper Level), 2002
United States Air Force Academy, CO

William J. Heiser Outstanding Senior Faculty Educator Award, 2000
United States Air Force Academy, CO

Excellence in Teaching: Outstanding MBA Adjunct Instructor, 1999
Regis University, CO

Promoted to Full Professor of Management, 1997
United States Air Force Academy, CO

National Performance Review, Hammer Award, 1997
Agency Nomination, Team Leader - Defense Finance Accounting Service

National Outstanding Cost Analyst of the Year, 1994
Society of Cost Estimators and Analysts

National Instructional Innovation Award, 1993
Team Member - Decision Science Institute

Promoted Below-the-Zone to Major, 1991

Outstanding Academy Educator Award, 1990
United States Air Force Academy, CO

Robert E. Taylor Outstanding Research Award, 1990
United States Air Force Academy, CO

REGIS UNIVERSITY GRADUATE TEACHING EXPERIENCE:

1988 – Present Controllership (MBA 610), ten times
 Not-for-Profit Accounting (MBA 601), eight times
 Interpreting Accounting Information (MBA 605), six times
 Managerial Accounting (MBA 512), six times
 Financial Accounting (MBA 511), three times

USAFA TEACHING EXPERIENCE:

Spring 2003	Managerial Accounting (MGT 342) – Course Director
Fall 2002	International Business (MGT 498) – Course Director
Spring 2002	Strategy (MGT 472) – Course Director
Fall 2001	International Business (MGT 498) – Course Director
Spring 2001	Strategy (MGT 472) – Course Director
Fall 2000	Strategy (MGT 472) – Course Director
Spring 2000	International Business (MGT 498) Information Technology Application (MGT 499)
Fall 1999	Financial Accounting (MGT 341) Information Technology Applications (MGT 499)
Spring 1999	Managerial Accounting (MGT 342) Not-for Profit Accounting (MGT 499)
Fall 1998	Financial Accounting (MGT 341)
Spring 1998	Systems Acquisition (MGT 485) - Course Director Managerial Accounting (MGT 342) Information Engineering (MGT 499)
Fall 1997	Financial Accounting (MGT 341)
Spring 1997	Systems Acquisition (MGT 485) - Course Director Managerial Accounting (MGT 342)
Fall 1996	Financial Accounting (MGT 341) - Course Director
Spring 1996	Special Duty Tour (Sabbatical) Defense Finance and Accounting Service
Fall 1995	Special Duty Tour (Sabbatical) Defense Finance and Accounting Service
Spring 1995	Introduction to Management (MGT 210) - Course Director
Fall 1995	Introduction to Management (MGT 210) - Course Director
Spring 1994	Introduction to Management (MGT 210)
Fall 1993	Corporate Finance (MGT 437) - Course Director Management Research (MGT 499)
Spring 1993	Introduction to Management (MGT 210) Systems Acquisition (MGT 485) - Course Director
Fall 1992	Management Tools (MGT 310) Financial Accounting (MGT 341) Government Accounting Issues (MGT 499)
Spring 1992	Introduction to Management (MGT 210) Managerial Accounting (MGT 342) - Course Director
Fall 1991	Introduction to Management (MGT 210) Managerial Accounting (MGT 342) - Course Director
Spring 1991	Managerial Accounting (MGT 342) Systems Acquisition Management (MGT 485)

Fall 1990	Managerial Accounting (MGT 342) - Course Director Research Methods in Acquisition (MGT 499)
Spring 1990	Managerial Accounting (MGT 342) Auditing (MGT 499)
Fall 1989	Financial Accounting (MGT 341) Managerial Accounting (MGT 342)
Fall/Spring 1989	Managerial Accounting (MGT 342) Cost Analysis in Systems Acquisition (MGT 495)

PUBLICATIONS:

- with Dr William Stockman, Joseph Kammerer *et al.* “ The Relationship Between Cost Analysis and Program Management.” Journal of Cost Analysis and Management. Winter 2002. (Article)
- with Lt Col Jerry Sellers and Capt John Martin. “Learn Space by Doing Space: A Hands-On Approach to Cadet Satellite Procurement at the Air Force Academy.” Program Manager. July-August 2002. (Article)
- with Lt Col Kevin Davis. “Trust as Control in Competitive Sourcing.” Journal of Government Accounting. Vol 50 (1). Spring 2001. (Article)
- with Lt Col Marty Hornyak. “Service Learning at a Service Academy.” Academic Exchange Quarterly. Vol 4 (4). Winter 2001. (Article)
- with Maj Neal Rappaport and Capt Dave King. “Bringing Acquisition Reform Into Focus.” Journal of Cost Analysis and Management. Winter 2000. (Article)
- with Dr Jim Lowe and Lt Col Steve Baker. “Strategic Mission Implementation: A Value-Focused Approach.” Military Operations Research. Vol 5 (4). Winter 2000. (Article)
- with Capt James Parco and Lt Col Kevin Davis. “The US Defense Landscape: From Extreme Competitive Advantage to Commoditization.” Air Force Journal of Logistics. Vol XXIII, Number 4, Winter 1999. (Article)
- with Maj Conrad Ciccotello. “Student Authored Case Studies in Finance: Performance and Observations.” Journal of Financial Education, Vol 23, Spring 1997. (Article)
- with Maj Conrad Ciccotello and Maj Martin Hornyak. “Rethinking Twenty-First Century Acquisition: Emerging Trends for Efficiency Ends.” Acquisition Review Quarterly, Vol 4(1), Winter 1997: 27-35. (Article)
- with Maj Conrad Ciccotello. “Consolidation and Value in the US Defense Industry: Bulls in the DoD China Shop.” Program Manager, Vol 27(3), Spring 1997. (Article)
- “Enhancing Resource Management.” Defense Finance and Accounting Service Journal, Vol 3(2) Spring 1996: pp. 23-24. (Article)
- with Maj Conrad Ciccotello. “Government’s Downsizing Lessons.” Government Executive, Vol 27(7), July 1995: pp. 54-55. (Article)

- with Col James Woody and Dr Jim Clay. "Does TQM Pay?" Financial Management. Vol 22(3), Autumn 1993: pp. 25-26. (Note)
- with Dr Robert E. Pizzi. "Integrating High Technology Logistics with High Technology Weapon Systems." Journal of the Society of Logistics Engineers, Vol 25(4), Winter 1991: pp. 44-46. (Article)
- with Donald Guzune. "Heritage, Philosophy, and Structure of the SCEA Certified Cost Estimator/Analyst Examination." Estimator, Jan 92: pp. 25-28. (Article)
- with Dr Stephen R. Schmidt, et al. Total Quality: A Textbook of Strategic Quality Leadership and Planning. "Chapter Four, The Cost of Quality." Air Academy Press: Colorado Springs CO, December 1991, pp. 4-1 to 4-19. (Book Chapter)
- Improving Cost Analysis for Future Space Systems. United States International University, San Diego CA. University Microfilms, December 1986. (Dissertation)

OTHER PUBLICATIONS:

- With Capt John Martin. "GSA FTS and the United States Air Force Academy: A Case Study." General Service Administration, Federal Technology Service: Jan 03. (Case Study)
- with Lt Col Kevin Davis. "*Plus Ca Change, Plus Ca La Meme Chose*." Journal of Government Accounting. Vol 50 (2). Summer 2001. (Letter to Editor)
- "Technology Mediated Distance Learning: Adult Education." Academy of Management, Management Education Development Division Newsletter. 19 Nov 1999. (Newsletter)
- with Lt Col Rita Campbell et al. Introduction to Management. Simon & Schuster Custom Publishing: Needham Heights MA, 1995. (Workbook)
- with Maj Kurt A. Heppard et al. Introduction to Management. Simon & Schuster Custom Publishing: Needham Heights MA, 1994. (Workbook)

PUBLISHED PAPERS IN CONFERENCE PROCEEDINGS:

- with Dr Robert L. Waller et al. "Measuring the A-76 Experience at the United States Air Force Academy." 2003 Western Economic Association International Conference, Denver, CO, 11 Jul 03. (Paper and Presentation)
- with Capt John Martin and Lt Col Jerry Sellers. "Reducing Cycle Time to Launch Cadet Satellites Into Space." 2002 Western Economic Association International Conference, Seattle, WA, 30 Jun 02. (Paper and Presentation)
- with Dr Martin Hornyak and Cadet Jereme Estes. "Putting Service Learning Into Orbit." 2002 Association for Business Simulation and Experiential Learning, Pensacola Beach, FL, 21 Mar 02. (Paper and Presentation)
- with Maj Neal Rappaport and Capt Dave King. "Bringing Acquisition Reform in Focus Through the Past Prism." 2000 National Conference and Training Workshop, Los Angeles CA, 16 Jun 00. (Paper and Presentation)
- with Lt Col Kevin Davis. "Control Issues in Outsourcing and Privatization Efforts." 1999 Acquisition Research Symposium, Washington DC, 23 Jun 99. (Paper and Presentation)

- with Dr Jim Lowe and Lt Col Steven Baker. "Strategic Mission Implementation: A Value-Focused Approach." Military Operations Research Society Symposium, West Point NY, 22 Jun 99. (Paper and Presentation)
- with Dr John Thornton. "Towards a Standardized 'Messy' Problem for Measuring Critical Thinking in Accounting." American Accounting Association Western Regional Meeting, San Diego CA, 1 May 99. (Paper and Presentation)
- with Lt Col Kevin Davis and Capt Jim Parco. "New Competitive Landscapes Driven by Extreme Innovation." 73rd Annual Western Economics Association International Conference, Lake Tahoe NV, 1 Jul 98. (Paper and Presentation)
- with Maj Kurt Heppard and Capt David Gaines. "MILSTAR Program Change: Decision Making in Cyber-Space." 39th Annual Western Academy of Management, Western Case Writers Association, Portland OR, 26 Mar 98. (Paper and Presentation)
- with Maj Robert J. D'Amico and Maj Conrad Ciccotello. "Improving USAF Efficiency: In Search of Metrics." 1995 Acquisition Research Symposium, Rockville MD, 13 Jun 95. (Paper and Presentation)
- with Maj Conrad Ciccotello. "Improving USAF Efficiencies" 28th Annual Department of Defense Cost Analysis Symposium, Leesburg VA, 22 Sep 94. (Paper and Presentation)
- with Capt Robert J. D'Amico. "Is Transfer Pricing Theory Applicable for the DoD: Will DBOF Work?" Society of Cost Estimators and Analysts National Conference, Dayton OH, 21 Jun 94. (Paper and Presentation)
- with Maj Kurt A. Heppard. "The ValueNet: Transforming Michael Porter's Value Chain for Managers Creating Quality Products and Services in the Information Age." 36th Annual Conference of the Western Social Sciences Association, Albuquerque NM, 23 Apr 94. (Paper and Presentation)
- with Capt Kurt A. Heppard. "Strategic Planning and Coalition Building for Enhanced Logistics Management in the Public Sector." 28th Annual International Logistics Symposium, Colorado Springs CO, 25 Aug 93. (Paper and Presentation)
- with Donald Gudzone and Cadet Troy Harting. "Is Activity-Based Costing Viable for Defense Acquisitions of the 90's?" 1993 Acquisition Research Symposium, Rockville MD, 23 Jun 93. (Paper and Presentation)
- with Col James Woody and Dr Jim Clay. "Does TQM Pay?" 26th Annual Department of Defense Cost Analysis Symposium, Leesburg VA, 10 Sep 92. (Paper and Presentation)
- with Col James Woody and Dr Jim Clay. "Does TQM Pay?" Annual Conference of the Eastern Finance Association, Tampa FL, 23 Apr 92. (Paper and Presentation)
- with Capt Kurt A. Heppard. "Strategic Planning and Coalition Building for the Public Sector." Western Governmental Research Association Annual Conference, San Francisco CA, 7 May 92. (Paper and Presentation)
- with Capt Kurt A. Heppard. "TQM in Emergency Management and National Security Situations." 53rd National Conference of the American Society for Public Administration, Chicago Ill, 13 Apr 92. (Paper and Presentation)

- with Capt Neal Rappaport. "A Dual-Sourcing Autopsy: An Empirical Investigation into Competition Policy for the 90s." 1991 Acquisition Research Symposium, Arlington VA, 6 Jun 91. (Paper and Presentation)
- "The Cost of Quality." 8th Annual SCEA Southern California Educational Symposium, Los Angeles CA, 17 Apr 91. (Paper and Presentation)
- "Innovative Quality Management Techniques for Reducing the Costs of Future Defense Acquisitions." 31st Annual Mountain Plains Management Conference, Pueblo CO, 19 Oct 89. (Paper and Presentation)
- "Advanced Cost Estimating Working Group Survey: Background, Results and Findings." Space Systems Cost Analysis Group Annual Conference, Rand Corporation, Santa Monica CA, 25 Jan 90. (Paper and Presentation)
- "Improving Cost Analysis for Future Space Systems." 24th Annual Educational Symposium of the Southern California Chapter of the Institute of Cost Analysis, Torrance CA, 25 Apr 87. (Paper and Presentation)

PRESENTATIONS AT CONFERENCES:

- "Future of Distance Learning: A Case for Change." 27th Annual Meeting of the Federation of Schools of Accountancy, Denver, CO, 16 Oct 03. (Presentation)
- "Innovative Financial Management Tools From the Private Sector." 10th Annual Economic Analysis Conference, St Louis, MO, 22 May 01. (Presentation)
- "Stop Just Acting Like a Business: What Government Financial Managers Can Learn From Corporations." 14th Annual AF Economic Analysis Conference, Colorado Springs CO, 5 May 00. (Presentation)
- "Technology Mediated Distance Learning: Adult Education." 59th Annual Meeting of the Academy of Management, Chicago Ill, 9 Aug 99. (Presentation)
- with Dr Patty Slotter and Maj Kurt A. Heppard, "Distance Learning: Lessons Learned From the Trenches." 1999 Microcomputers in Education Conference, Arizona State University, Tempe AZ, 15 Mar 99. (Presentation)
- with Dr James K. Lowe. "Performance-Based Budgeting: A Decision Analysis Perspective." Institute of Management Accounting Rocky Mountain Regional Council Educational Workshop, Colorado Springs CO, 5 Feb 99. (Presentation)
- with Dr James K. Lowe. "Decision Making in a Resource Constrained Environment." US-Russian Bilateral Agreement Environmental Management Conference." Colorado Springs CO, 1 Oct 98. (Presentation)
- "Musings on Criteria for Assessing Price and Credit Policy Alternatives." 73rd Annual Western Economics Association International Conference, Lake Tahoe NV, 1 Jul 98. (Presentation)
- "Outsourcing and Privatization: Rhetoric or Reality?" 60th Military Operations Research Society National Conference, Monterey CA, 22 Jun 98. (Presentation)
- "Activity-Based Costing: Insights and Perspectives on This Year's TLA." 1997 SCEA National Conference and Educational Workshop, Denver CO, 24 Jun 97. (Presentation)

- "Markets, Competition and Support Infrastructure." 1997 INFORMS National Conference, San Diego CA, 5 May 97. (Presentation)
- with Maj Kurt A. Heppard. "Innovative Uses of the LAN: USAF Academy Classroom Experiences." 17th Annual Microcomputers in Education Conference, Arizona State University, Tempe AZ, 16 Mar 97. (Presentation)
- with Maj Kurt A. Heppard. "Resource Maximization Through Structured Analysis of Economic Information." TIMS XXXII International Conference, University of Anchorage, Anchorage AK, 13 Jun 94. (Presentation)
- "Integrating Production Operations and Managerial Accounting: Computer-Based Educational Approach." 14th Annual Microcomputers in Education Conference, Arizona State University, Tempe AZ, 16 Mar 94. (Presentation)
- with Capt Kurt A. Heppard. "Activity-Based Costing: a Decision Evaluation Framework." National Conference of the Operations Research Society of America and The Institute of Management Science, San Francisco CA, 1 Nov 92. (Presentation)
- with Cadet Troy R. Harting. "Activity-Based Costing for DoD and Other Government Agencies." Activity-Based Cost Management Symposium, Michigan State University Management Center, Troy MI, 22 Sep 92. (Presentation)
- with Capt Kurt A. Heppard. "Activity-Based Costing in the Defense Environment: It's Not as Easy as ABC." Annual National Conference of the Society of Cost Estimating and Analysis, Washington DC, 7 Jul 92. (Presentation)
- with Capt Neal Rappaport. "Dual-Sourcing in the 90's: An Uncertain Strategy for an Uncertain Time." 24th Annual Department of Defense Cost Analysis Symposium, Leesburg VA, 9 Sep 90. (Presentation)

OTHER MAJOR PRESENTATIONS:

- "Buzz Words That Mean Business." Regis University Faculty Forum. Colorado Springs, CO. 13 Nov 04. (Invited Speaker)
- "Consulting for the Government: A Target Rich Environment" Society of Cost Estimators and Analysts Luncheon, Colorado Springs, CO. 26 Mar 03. (Invited Speaker)
- "The Cost of Doing Business with the DoD" Lockheed Martin Senior Cost Conference, Keystone, CO. 20 Aug 01. (Invited Speaker)
- "The New Competitive Landscape as Seen Through the University Lens." Association of Dean's of Jesuits Colleges and Universities, Denver, CO, 25 Mar 00. (Invited Speaker)
- "Outsourcing and Privatization." Rand Corporation, Santa Monica, CA, 2 Jul 99. (Invited Speaker)
- "Financial Initiatives in the Department of Defense." Front Range Finance Conference, Colorado Springs, CO, 2 Oct 98. (Invited Speaker)
- "Acting Strategically by Thinking Globally: The New Competitive Landscape." Institute for the Accreditation of Professional Employer Organizations, Colorado Springs CO, 27 Aug 97. (Invited Speaker)

- "Trends in Government Financial Management." Society of Logistics Engineers, Colorado Springs, CO, 15 Oct 94. (Invited Speaker)
- "Accounting Careers With the Government." Institute of Management Accountants, Colorado Springs CO, 19 Oct 93. (Invited Speaker)
- "The Certified Cost Estimator/Analyst Examination Overview." Annual National Conference of the Society of Cost Estimators and Analysts, Phoenix AZ, 20 Jun 93. (Invited Speaker)
- "Cost and Acquisition Research at USAFA." Defense Resources Management Institute, Naval Post Graduate School, Monterey CA, 7 Jun 93. (Invited Speaker)
- "Total Quality Management and the Federal Employee." Federal Woman's Program, Colorado Springs CO, 27 Oct 91. (Invited Speaker)
- "Activity-Based Costing and TQM." American Society of Military Comptrollers, Colorado Springs CO, 17 May 91. (Invited Speaker)

MAJOR COMPLETED CONSULTATIONS:

- USAFA Association of Graduates – Fall 2002
 - *Strategic Planning (Jennings)*
- St Stephen's Episcopal Day School – Summer 2002
 - *Strategic Planning – Preparing a Strategic Plan*
- US Space Foundation – Fall 2000
 - *Strategic Planning – Balanced Scorecard (Bergey and Lowe)*
- Developing Aerospace Leaders – Spring 2000.
 - *Strategic Planning (Barker and Lowe)*
- US Olympic Committee, USA Swimming – Fall 1999-Spring 2000
 - *Performance-based Budgeting (Baker and Lowe)*
- Regis University, Denver, CO – Fall 1999 – Spring 2000
 - *Forum on the Future: Strategic Planning*
- Founders University, San Francisco, CA – Fall 1999.
 - *Business Plan Development (Heppard)*
- Defense Finance and Accounting Service – Denver Center – Fall 1999.
 - *Implementing the Balanced Scorecard (Davis, Heppard)*
- AFCEE – Air Force Center of Environmental Excellence – Brooks AFB, TX. Spring 1998.
 - *Green Construction Web Page (Schantz et al)*
- SAF/ACQ, Pentagon, Washington DC – Summer 1997.
 - *Contracting 2000: Policy Process Improvement Survey (Heppard, Parco et al)*
- Defense Finance and Accounting Service - Denver Center 1995-1996.
 - *Business Innovation Division*
- Detachment 2 SMC/TDE SOC 37, Onizuka AFB, CA: Summer 1994.
 - *Loading Capacity Evaluation (Baker)*

- MILSATCOM System Program Office, Los Angeles AFB, CA: Summer 1993.
 - *"Informating" the Program Office (Heppard)*
- Falcon AFB, HQ SPACECOM, CO: Summer 1992.
 - *Pre-Pass Process Action Team (D'Amico)*
- Defense Meteorological Satellite Program Office, Los Angeles AFB, CA: Summer 1991.
 - *Redundant Reporting (Heppard)*
- Space Systems Division Comptroller, Los Angeles AFB, CA. Summer 1990.
 - *Advanced Cost Estimating Working Group Improvement Study*
- Mark XV Systems Program Office, Wright Patterson AFB, OH. Summer 1989.
 - *Mark XV Cost Estimate*

MAJOR PROFESSIONAL AFFILIATIONS & ACTIVITIES:

Member,
Institute of Management Accountants (IMA)
90 - present

Member,
American Accounting Association (AAA)
92 - present

Member,
Association of Government Accountants (AGA)
96 - present

Member,
American Society of Military Comptrollers (ASMC)
96 - present

Member,
Society of Cost Estimating and Analysis (SCEA)
80 – present

Other major professional service activities:

- Associate Editor, The Journal of Cost Analysis and Management, 2002 to date
- Reviewer, The Acquisition Review Quarterly the official journal of the Defense Acquisition University, 1992 - present.
- Program Organizer, Institute of Management Accountants National Student Conference, Colorado Springs, CO 18-19 Mar 01.
- Co-Program Chair, 14th Annual AF Economic Analysis Conference, Colorado Springs, CO, 4 May 00.
- Program Chairman, Space Systems Cost Analysis Group (SSCAG) Annual Conference, Colorado Springs CO, 24-25 Jun 99.
- Program Coordinator, Institute of Management Accountants Rocky Mountain Council Educational Workshop, Colorado Springs CO, 5 Feb 99.

- Co-Program Coordinator, Defense Industrial Base Conference, Colorado Springs CO, 17 April 1997.
- Ad Hoc Reviewer for Rand Corporation official reports and draft documents, 1997 to date.
- Contributing Editor, Discovery, the research publication of the Dean of the Faculty, United States Air Force Academy, 1992 - 1996.
- Ad hoc Reviewer, Journal of Cost Analysis and Management the official journal of the Society of Cost Estimators and Analysts, 1992 - 2002.
- Faculty Member, Sigma Beta Delta Honor Society, 98 – present.
- Regional Education Director, Institute of Cost Analysis (ICA) 86-88.
- Accounting Panel Chairman, 34th Annual Mountain Plains Management Conference, Colorado Springs CO, 15 Oct 92.
- Program Coordinator for the Southern California Chapter of the Institute of Cost Analysis, Fourth Annual Educational Symposium, Los Angeles CA, Apr 87.

Major Board Memberships:

Secretary, Air Academy Federal Credit Union Education Foundation (2002 - to date)

Member, Air Force Financial Management Advisory Board's Finance and Audit Investment Subcommittee (1999 – to date)

Member, Finance and Investment Committee
AFA Association of Graduates (1999 – to date)

Member, Economics Technical Committee
AIAA (American Institute of Aeronautics and Astronautics) (2004 –to date)

Member, Board of Advisors, Academy Federal Credit Union (1999 – to date)

Member, NCAA Eligibility Committee, Lacrosse Team (2001- to date)

Member, Dean of the Faculty, Budget and POM Committee
Social Science Division Representative (1993 – to date)

Member, Regis University Forum on the Future (1999- 2000)

Chairman, NCAA Eligibility Committee, Rifle Team (1997- 2002)

Member, Dean of the Faculty, Faculty Personnel Council
Social Science Division Representative (1997 – 2001)

Member, Commandant of Cadets, Military Review Committee
Social Science Division Representative (1996 – 2001)

Member of the Board of Directors, Chairman of the Finance
Committee, Colorado Springs Children's Museum (1992 – 1998)

National Certification Board - Committee Member
Society of Cost Estimating and Analysis (SCEA) (1989 – 1996)